

**IMPROVING THE CITY'S CENTRAL
WAREHOUSE OPERATIONS**

FEBRUARY 3, 2003

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City of Seattle

Office of City Auditor



Susan Cohen, City Auditor

February 3, 2003

Ken Nakatsu, Director
Department of Executive Administration

Dear Mr. Nakatsu:

The Office of City Auditor initiated this audit of the Warehousing Services Section's management of the Central Warehouse as the first in a possible series of City warehouse reviews.¹ We reviewed the Central Warehouse's operations to determine whether it could be operated more efficiently, and analyzed the warehouse's records management data to evaluate compliance with state records retention and disposal requirements. We are pleased that your department generally concurred with our report's conclusions and suggestions, and has begun to implement some of our suggested improvements. (See pages 10-11 for a more detailed summary of the Department's comments.)

RESULTS IN BRIEF

The efficiency and effectiveness of the Central Warehouse's operations could be improved, particularly its space usage, management of archived records, and inventory tracking systems and related procedures.

Space Usage: Although most of the Central Warehouse's floor space is occupied, some inventory is not well organized and some warehouse space is not used efficiently. Surplus computer equipment and related inventory occupy more than 20 percent of the warehouse floor area yet are not actively marketed and yield little financial benefit to the City. Archived records also occupy more space than necessary due to retention issues (described below). Placement of surplus inventory on the floor space between aisles is a barrier to efficient movement of the warehouse's personnel and inventory.

Management of Archived Records: The Warehousing Services Section is complying with state records retention requirements. However, departments retain records at the Central Warehouse longer than necessary, the information required for processing archived records is often incomplete, and old records stored in the warehouse are not always destroyed in a timely manner. The result is inefficient use of the warehouse's records storage space. The Warehousing Services Section is collaborating with the City Records Manager to clarify responsibilities regarding records retention and disposal issues.

Inventory Systems and Procedures Integration: Central Warehouse personnel have developed various record-keeping systems and procedures to track surplus inventory and records. The older systems are more cumbersome than the warehouse's newer electronic system, and duplicate information is entered into both the older and newer systems. Integrating or replacing the older systems with the warehouse's newer software

¹The Warehousing Services Section was transferred from the Finance Department to the newly created Department of Executive Administration during a City reorganization in 2002.

systems could eliminate duplication of staff effort, while simultaneously improving the control of surplus inventory and archived records.

BACKGROUND

Currently, the Warehousing Services Section operates three warehouses, including a 21,000- square-foot central warehouse facility located at 2029 15th Avenue West in Seattle that serves as its headquarters. The Central Warehouse is also the primary facility for warehousing operations.² In addition to storage space, the Warehousing Services Section maintains office space and a surplus computer equipment-processing lab at the Central Warehouse.

A manager, warehouse supervisor, two senior warehousemen, one warehouseman, a supply and inventory technician, and one permanent and one temporary delivery worker staff the Warehousing Services Section. As many as five high school students from the Seattle School District work part-time at the Central Warehouse, testing and processing surplus computer equipment.³ Only the Central Warehouse is staffed full-time.

According to Department of Executive Administration officials, the 2002 adopted budget for the Warehousing Services Section was over \$1.5 million, with about \$345,000 of that amount to be used for the Central Warehouse's operations. Central Warehouse revenues are predominantly generated through a cost allocation system spread among City departments based on their use of warehouse facilities and services. The Central Warehouse also generates up to \$100,000 in annual revenues from the direct sale of surplus furniture and equipment to City departments and the public, and from fees charged to the Seattle-King County Department of Public Health for storage and delivery services.

The City leases the Central Warehouse at a monthly rate of \$12,600 and pays average additional monthly expenses of \$4,000 for taxes, utilities, and janitorial services. The Department of Executive Administration plans on moving from the current warehouse location sometime in 2003.

The Warehousing Services Section provides the following surplus, storage, sales and distribution operations:

Surplus Operations: Surplus operations include the coordination, collection, and sale or disposal of nearly all of the City's surplus property (except real property).⁴ Activities encompass direct sales of most surplus inventory, sales by sealed public bid of some surplus vehicles and scrap materials, and collection and processing of bid deposits and payments.⁵ Warehousing Services also supervises the sale of surplus materials from Seattle City Light's South Service Center, and manages the City's contract with the James G. Murphy Company that auctions most of the City's surplus vehicles.⁶ In 2001, surplus property sales generated approximately \$2 million. Warehousing Services allocates surplus expenses to departments based on the number of items a department declares as surplus and the degree of difficulty involved in processing different types of items.

²Quality surplus furniture available to other City departments is stored at a second warehouse, and some computer center supplies are stored at a third warehouse.

³The Department of Executive Administration, the Personnel Department, and the Seattle School District share the wage costs for the high school students. In 2001, the City covered approximately \$15,000 (79 percent) of the students' payroll while the School District covered \$4,000 (21 percent).

⁴Surplus real property is under the jurisdiction of the Fleets and Facilities Department's Real Estate Services Division.

⁵Sealed bid sales amounted to nearly \$533,000, or 25 percent of the total surplus sales in 2001.

⁶The auction generated about \$1.125 million, or 56 percent of the City's 2001 total surplus sales revenues.

Records Management: The Central Warehouse has shelf capacity for about 18,600 boxes of records. The Warehousing Services Section has posted records storage guidelines and forms on its web site, and provides records boxes at cost to City departments on an as-needed basis. City departments may initiate records service requests for pickup, retrieval and delivery by e-mail, fax, or telephone. Record storage and distribution costs are allocated to departments based on cubic feet of storage and records boxes retrieved.

Paper and Other Sales: Warehouse personnel coordinate the City's copy and computer paper supply function to maintain bulk purchasing power and implement recycling ordinances.⁷ The warehouse stocks, sells, and delivers janitorial supplies for City departments. The warehouse also stocks and sells American Red Cross emergency kits, food ration blocks, and batteries for departments, employees, and the public. Emergency radios and first-aid books are sold by special order. Paper purchase and delivery expenses are cost-allocated to City departments based on the volume of paper ordered. The Purchasing Services Division bills expenses for storage and purchase of other supplies to City departments and other purchasers.

Supplies and Materials Storage: The Central Warehouse provides storage space for furniture and other materials for City departments, business forms for the City's utility departments, and medical supplies and educational materials for the Department of Public Health – Seattle and King County (a King County agency). City departments cover storage costs through annual cost allocations, and the City Purchasing Services Division bills Public Health monthly for space usage.

Distribution Services: Distribution services include collecting and delivering surplus furniture and equipment, paper, records, janitorial supplies, and archived records between City departments and the Central Warehouse or other City facilities. Warehouse Services maintains three delivery minivans and a large truck, and has established a series of standard and flexible delivery and collection routes. Distribution costs are billed to Public Health and allocated to City departments by a formula that incorporates frequency, volume, and distance.

CONCLUSIONS AND SUGGESTIONS

The Office of City Auditor developed the following conclusions and suggestions to improve warehouse operations.

CONCLUSION 1: Efficient Inventory Processing, Marketing, and Space Utilization Could Improve Warehouse Operations and Reduce Warehouse Expenses.

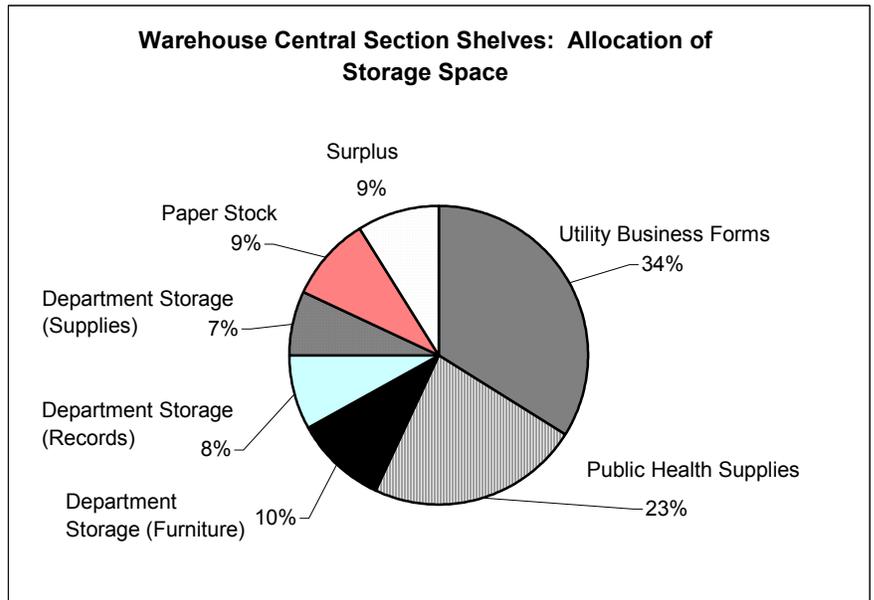
The Central Warehouse consists of two large rooms with 18-foot ceilings, with a series of smaller rooms with lower ceilings built into each of the large rooms. (The warehouse floor plan is displayed in Appendix 1.) During on-site visits, we observed that surplus inventory and records were not well organized and were often stored in areas that did not utilize warehouse space efficiently or that restricted mobility within the warehouse.

Currently, the Central Warehouse uses designated office space to store some surplus inventory. A row of shelves along the office section wall contains surplus computer equipment that is available for public purchase. Surplus computers and other equipment are also stored on shelves in the supervisor's office and a break room. Surplus furniture and equipment is also stored between the office and north warehouse wall, and other surplus inventory occupies three smaller areas designated for receiving desks and chairs.

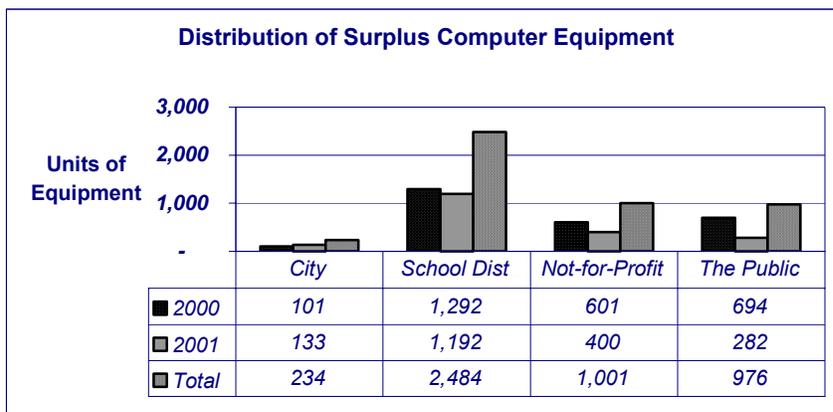
⁷Seattle Municipal Code, Section 3.38.918.

Archived records are stored on shelves along a wall that spans both large rooms of the warehouse. Because records storage space is at or near capacity, records boxes were also placed in the aisles between the shelves, fully or partially blocking access to boxes stored on shelves and restricting movement between the aisles.

The central section of the warehouse is allocated to stored stock and supplies. As shown in the diagram to the right, as of December 31, 2001, approximately 25 percent of the space was reserved for seasonal or temporary City department storage. Pallets of department janitorial supplies are also occasionally stored on shelves, along walls, and in aisles within the central section. Pallets of paper, reserved furniture and equipment, utility bill forms and envelopes, and other supplies also occupy aisle space between shelves located on the south side of the office section.



The warehouse's surplus computer equipment storage practices could also be improved to promote more efficient use of facility space. The Central Warehouse's surplus computer-processing lab is located in an area that is divided into a series of small rooms with standard ceiling heights. At the time of our on-site visits, surplus computer equipment that had not been tested and processed occupied more than half of the available space, as well as a significant amount of the high-ceilinged space in the main area of the south room.⁸ Warehouse personnel generally do not stack computer equipment until it is processed, and some fragile computer equipment cannot be stacked, which prevents the Central Warehouse from fully utilizing the high-ceilinged, vertical storage space.



During the time of our audit fieldwork, the Central Warehouse dedicated approximately 23 percent of its total floor area to processing surplus computer equipment, and the annual lease expense for the computer-processing space was more than \$35,500. As shown in the distribution table to the left, City departments only purchased 234 units of surplus computer equipment (5 percent) in 2000

⁸Processing surplus computers includes testing, reformatting the hard drives to remove personal information, preparing the computers for resale or donation, and entering relevant information into the warehouse inventory.

and 2001, generating \$6,500 to \$8,500 in annual revenues. The general public purchased 976 units (21 percent) of the surplus computer, which generated about \$10,000 annually. The remaining computer inventory (74 percent) was donated to the Seattle School District and approved not-for-profit community service agencies, as authorized by a 1998 City ordinance.⁹

The Warehousing Services Section does not actively market surplus computer equipment to City departments or the general public. Although Warehousing Services maintains a site on the City's Public Access Network (PAN) and internal network (InWeb), it does not routinely update posted information regarding surplus computer equipment. While funding was not available to support a web site manager at the warehouse, updated information on the availability and cost of surplus computer equipment is important since City departments continue to purchase new, comparable computer equipment at a higher cost. Further marketing efforts could be beneficial given the high percentage of the Central Warehouse's space and expenses that are associated with storing and processing surplus computer equipment.

SUGGESTIONS FOR IMPROVEMENT:

The Warehousing Services Section should strategically match available storage spaces with their best uses. Operations that do not require traditional warehouse ceiling heights could be placed in rooms with lower ceilings. In addition, surplus inventory could be organized more efficiently to group common items in storage areas and to ensure that warehouse personnel have unrestricted access to storage shelves, aisles, and loading bays.

The Warehousing Services Section could develop a system that provides better control and accountability of surplus computer equipment, and uses warehouse space more effectively. If Central Warehouse personnel immediately verified the surplus computer equipment they collected against the items listed by departments on the official Warehousing Service surplus form, reusable and stackable equipment could be placed into storage upon arrival at the warehouse until it was ready for processing. Monitors, which are more difficult to store but relatively easy to test, could be processed upon arrival and made available for resale or donation. The Warehousing Services Section could also utilize space more efficiently by reducing the equipment backlog and installing shelves for stackable backlogged equipment when a new warehouse location is identified.

In addition, the Warehouse Services Section could consider employing a student intern or temporary employee to post updated information about surplus computer equipment on its external (PAN) and internal (InWeb) web sites to reduce storage requirements and potentially generate additional revenue. The Warehouse Services Section could also consider developing simple flyers with descriptions and current prices for surplus items, which could be distributed to City departments at an insignificant expense through the City e-mail or interoffice mail systems.

CONCLUSION 2: City Records Processes and Accountability for Stored Items Could Be Improved to Reduce Space Requirements.

As of January 2002, the Central Warehouse maintained shelving capacity for 18,587 boxes of archived records at an approximate cost of \$50,800 annually. During an on-site visit, we observed that the shelves

⁹City of Seattle Ordinance No. 119145 authorizes donations of surplus computer equipment to the Seattle School District and non-for-profit agencies that will use the equipment to accomplish City goals.

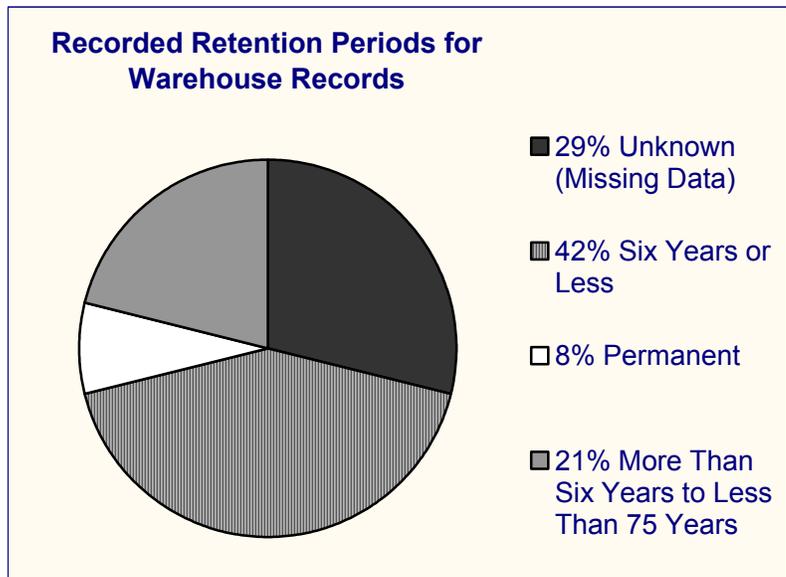
were near capacity,¹⁰ and an additional 3,000 to 3,500 boxes were stacked in the aisles of the records management area. Records from some locations could not be retrieved without first removing records boxes and pallets from the aisles, and many of the records stacked in the aisles had not been entered into the warehouse records system. If the warehouse is to operate efficiently and effectively, warehouse personnel must clear aisles and properly catalog and store records.

Warehouse personnel should be able to dispose of records based upon formally established destruction dates to ensure that records storage requirements do not exceed the available space. Although the Central Warehouse's records management practices were generally consistent with the state's requirements for the disposal and recycling of public records,¹¹ we determined that a substantial number of records were retained beyond their destruction dates or retained as permanent records.

As shown in the diagram below, 21 percent of the warehouse records were retained for at least six years, and 8 percent of the records were designated as "permanent." The longest retention period for a non-permanent records box was 75 years.

Three factors contributed to the high volume of stored records. First, Washington State law requires local governments to retain most records for two to six years, so City departments generally stored records for at least six years, which was the default records retention period. Public agencies could develop unique or shorter retention schedules for approval by the Washington State Local Records Committee,¹² but most City departments chose to retain their records for six years rather than to invest extensive resources in developing an alternate schedule.

However, in July 2001, the Washington State Local Records Committee issued a blanket records retention schedule and destruction authorization for local governments that reduced the retention periods for many types of records. Many records stored in the warehouse could be destroyed immediately or archived for less than six years if resources were available to update the retention schedules based on the revised schedule requirements. The number of permanent records could also be reduced, allowing the Central Warehouse to turn its records storage over more frequently and prevent records from displacing other warehouse inventory.

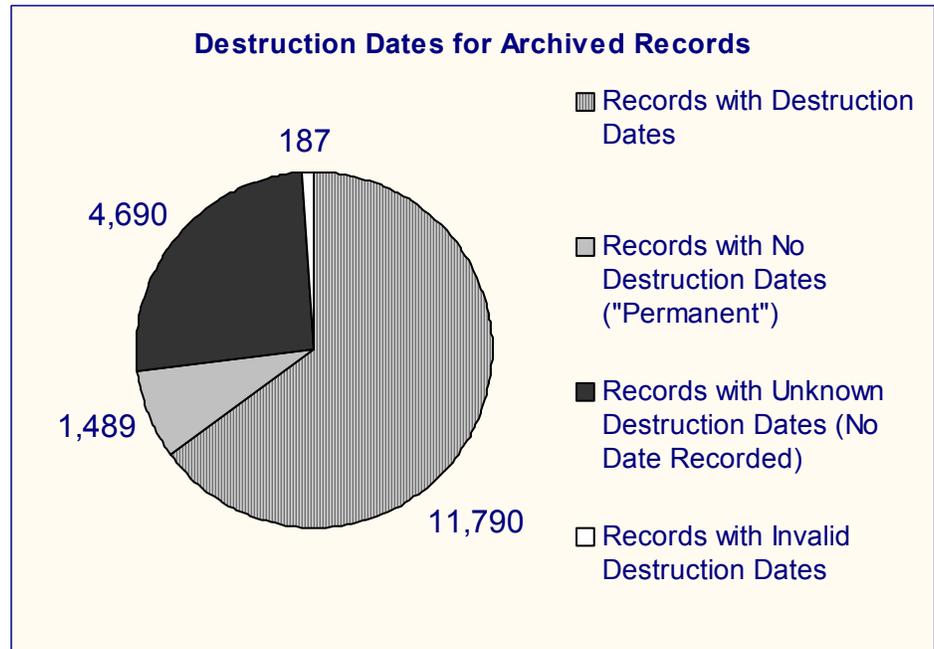


¹⁰ Warehouse records indicated that as of December 2001, 18,156 records boxes were stored in the 18,587 available box locations.

¹¹ Washington Administrative Code, Sections 434-640-010 and -030.

¹² The Local Records Committee consists of the State Archivist and representatives appointed by the State Attorney General's and State Auditor's Offices.

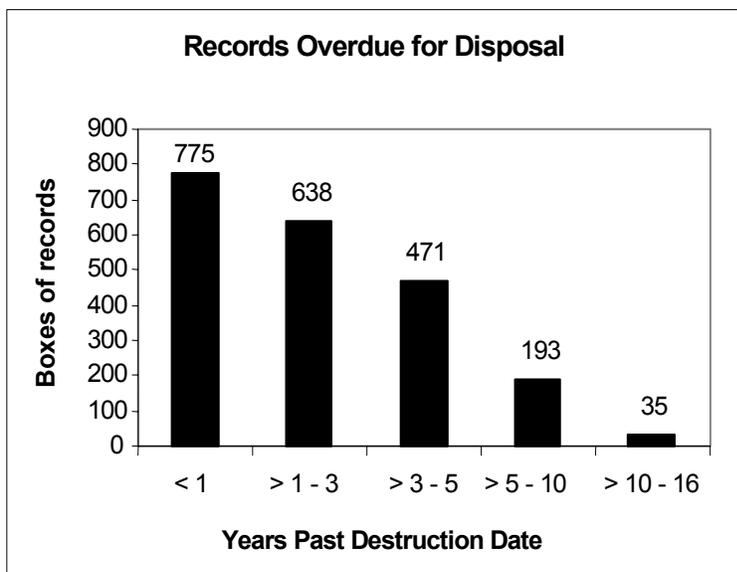
As seen in the diagram to the right, the second factor contributing to the high-storage volume was that 26 percent (4,690) of the archived records did not have designated destruction dates. Departments are supposed to provide an intended destruction date for each box of records listed on their archive requests to the Central Warehouse. City departments either did not identify destruction dates, or the Central Warehouse did not enter the dates into its records management database for approximately



4,690 of the records boxes stored at the warehouse. Another 187 records did not have valid destruction dates.

To dispose of the 4,877 records with unknown or invalid destruction dates, warehouse personnel would have to review the original archive request forms to determine whether the responsible City departments provided destruction dates. If destruction dates were not provided when the records were archived, warehouse personnel must obtain a destruction date and permission to dispose of the records from the responsible City department. This is a time-consuming and labor-intensive endeavor that could be avoided by ensuring that

designated destruction dates are marked on the storage boxes and entered into the records database upon their arrival at the warehouse.



The final factor contributing to the high volume of records is that City departments did not consistently respond to Warehousing Services' requests to dispose of records on scheduled destruction dates. As shown in the table to the left, 638 records boxes were retained between one and three years beyond scheduled destruction dates, and 699 records boxes were retained between three and 16 years beyond scheduled destruction dates.

The Puget Sound Regional Branch Director of the Washington State

Division of Archives and Records Management indicated that the Warehousing Services Section is technically unable to destroy or retain records beyond the designated periods without a department's

permission. In 1999, 2000 and 2001, the Warehousing Services Section compiled and sent lists of overdue records to City departments and asked the departments to indicate which records could be destroyed. According to the Warehousing Services Manager, only about 10 percent of departments responded to the requests. Obtaining a department's permission to destroy records is especially difficult if the originating department was abolished or merged into another department after sending records to be archived in the Central Warehouse.

Returning archived records to the City departments is the only legal option for Warehousing Services unless the originating departments (or their successors) consent to destruction of the records or request their continued storage. We learned that some government records management functions have been able to get their agencies to respond promptly to destruction requests by notifying them that their records will be returned to them if they do not respond within a reasonable time.

In October 2001, the City hired a new Records Manager who is familiar with the records issues discussed above. The Records Manager is available to assist City departments in implementing shorter retention schedules for archived records, which will help resolve long-term records storage and disposal issues. Given the substantial volume of records stored in the Central Warehouse with unknown, permanent and past-due destruction dates, the demand for records storage space is likely to be reduced as these issues are resolved.

Finally, with the exception of archived records, Warehousing Services does not consistently track the length of time surplus items are stored in the Central Warehouse, limit the length of time items can be stored, or remind City departments about their storage usage. Some items stored at the warehouse are obsolete or otherwise unworthy of continued storage. For example, several open boxes, partially filled with unsold tickets to the 1994 Seattle Arts Festival at Bumbershoot, and stacks of outdated municipal directories are stored at the warehouse. Elimination of unusable or obsolete storage is important to efficient warehouse operations.

SUGGESTIONS FOR IMPROVEMENTS:

The Warehousing Services Section could develop policies and procedures that provide greater control over space usage, such as establishing a maximum time that surplus items and records may be stored at the warehouse, assessing departments for storage costs at escalating rates over time, and developing other incentives to prevent storage of unusable or obsolete inventory.

Warehousing Services Section management could require City departments to identify destruction dates on all records boxes transferred to the warehouse for storage, and to segregate records within boxes based on the scheduled destruction dates to facilitate the retrieval of records from storage and disposal at the end of the legally required retention period. Warehouse personnel could verify that destruction dates are provided and clearly labeled on storage boxes when picking up records from City departments.

The Warehousing Services Section could collaborate with the City Records Manager and departments to ensure that records are destroyed or returned to City departments at the end of the scheduled retention period. In addition to providing guidance to City departments in implementing state records retention requirements, the Records Manager could also consider reviewing and approving each records archive request submitted to the Warehousing Services Section. If it is not feasible to review all records, priority should be given to records designated as permanent or that have retention periods longer than six years.

Warehousing Services Section management could collaborate with the City Records Manager on techniques to improve communications with departments regarding requests to store new records or destroy existing records at the end of scheduled retention periods, and to notify non-responsive City departments that their records will be returned.

CONCLUSION 3: Inventory and Records Tracking Systems and Procedures Could Be Integrated to Improve Warehouse Operations.

Warehouse personnel have developed numerous procedures and systems to track inventory, archived records, paper orders, surplus sales, and requests for deliveries. The newer procedures and the CounterPoint software system were implemented to supplement older, less efficient procedures and systems, but warehouse personnel have not fully integrated the overlapping procedures and systems. Overlapping procedures and systems, which include two inventory systems and three identification systems to locate archived records, are inefficient and result in duplication of staff effort.¹³

Warehouse Services is also unable to easily monitor or reconcile its surplus and records inventory due to the following redundancies and inefficiencies:

- Establishing eight codes to record incoming surplus inventory,¹⁴ but having more than 169 codes, including 45 different computer-related codes, to record inventory sales;
- Entering some surplus items, such as computer equipment, into CounterPoint, but recording other items, such as furniture and larger computer equipment, in the main warehouse tracking system; and
- Using the primary warehouse inventory system to track surplus requests and lapsed time from service requests to completion, a manual log to record paper orders; and the CounterPoint inventory system to record sales and donations, generate invoices, and automatically adjust its inventory.

SUGGESTIONS FOR IMPROVEMENT:

The Warehousing Services Section could utilize existing technology to improve its inventory, ordering, sales, and distribution processes. The CounterPoint system has sufficient capacity and features to meet Citywide warehouse inventory requirements. For example, a single CounterPoint bar code system could be implemented Citywide to establish a common identifier that would eliminate redundancies in tracking surplus items and archived records. CounterPoint bar codes can be quickly scanned, which would also increase the warehouse personnel's efficiency in transferring records and surplus items to and from City departments.

The Warehousing Services Section could also improve its administrative controls by developing more formal processes and forms, including electronic forms, for routine operations such as surplus pickup, records

¹³The two inventory systems are the primary, Excel-based warehouse tracking system, and the specialized inventory CounterPoint software system. The three identification systems used to track records include City department-assigned box numbers, warehouse shelf location codes, and CounterPoint system-generated bar codes. Currently, warehouse personnel enter both the City department-assigned records numbers and shelf location into the main inventory system after the records boxes are shelved. Warehouse personnel also enter the shelf location on the records submittal form that is returned to City departments for future reference in retrieving records boxes.

¹⁴The eight categories for incoming surplus inventory are based on a difficulty rating for cost allocation purposes.

archiving, and records retrieval requests. City departments could be required to use the standard processes and forms to request warehousing services.

STATE AUDITOR'S OFFICE: Review of Surplus Sales and Cash-Handling Procedures

In June 2001, we assisted the State Auditor's Office in a review of the Central Warehouse's surplus sales cash-handling procedures. The State Auditor's Office developed two recommendations:

- 1) **When entering a sale into the CounterPoint system, record the payment method as cash or check.** The cashiers had previously recorded all payments, including checks, as cash. Recording the actual payment method will help improve the accuracy and timeliness of deposits. Warehouse management promptly implemented this recommendation.
- 2) **Deposit sales proceeds every day whenever possible.** In reviewing records back to the beginning of 2001, as many as four days passed without the Central Warehouse submitting cash and checks to the City Treasury for deposit. According to warehouse management and warehouse records, this occurred during busy periods when some warehouse staff were absent. Given the relatively small amount of money that passes through the warehouse, this was not considered a serious problem by the State Auditor's Office.

After the State Auditor's review, we identified one additional issue regarding surplus sales. Purchases of surplus items are ordinarily subject to sales tax unless the purchaser intends to resell the items. For every purchase intended for resale, state law requires the purchaser to complete a "resale certificate" for the seller's files. Alternatively, a seller may keep a resale certificate on file for a recurring purchaser that is valid for three years.¹⁵

Warehouse management was not aware of the state law regarding resale certificates. When a customer purchased a surplus item for resale from the Central Warehouse, warehouse cashiers required the purchaser to provide a federal tax identification number, but then issued a no-tax invoice for the surplus items. Non-compliance with this law could potentially result in tax liability for legitimate tax-exempt sales that were not properly documented.

We notified the Warehouse Services Manager and Warehouse Supervisor about this issue in November 2001, and they responded immediately. Warehouse cashiers began using resale certificates in December 2001.

DEPARTMENT COMMENTS

The Department of Executive Administration recognized the need for improving the Central Warehouse's operations, and appreciated the report's identification of areas in which to concentrate improvement efforts. The Department stated that, where practical, it has implemented some of the report's suggestions. In particular, the Department has streamlined its records management systems to eliminate the need to enter similar information in two systems. Additionally, Department officials are meeting regularly with the City's new Records Manager to develop a more effective and timely process for the review and destruction of archived records. The Department hopes that many of the report's suggestions concerning the Central Warehouse's space problems will be resolved with the move to a new warehouse facility. As for system

¹⁵ Washington Administrative Code, Section 458-20-102.

enhancements, the Department stated that it is currently restricted by limited funds and any upgrades would require budget approval. However, the Department said it would use the report's suggestions to support future budget requests for upgrading the systems. Finally, the report's suggestions regarding greater utilization of the InWeb to reallocate surplus computer equipment and working with the City's Records Manager to develop procedures and guidelines to ensure that records are stored and disposed quickly are part of the Department's current work plan.

SCOPE AND METHODOLOGY

During a review of the City's warehousing operations, we determined that the City's Central Warehouse's operations and space usage could be improved. Our review focused on surplus operations and records management because these two operations require significant warehouse space. We concentrated on warehouse operations process improvements that could be implemented in other locations because the Department of Executive Administration plans on moving from the current Central Warehouse lease sometime in 2003.

We interviewed Warehousing Services Section management and staff, observed warehouse operations, measured warehouse space usage, and analyzed warehouse inventory records and other documents. We also consulted industry texts and analyses of government warehouses in other jurisdictions, and visited other City and state agencies' warehouses.

Concurrent with our warehouse review, the Washington State Auditor's Office initiated its annual City financial audit in June 2001. We participated in the State Auditor's Office review, which focused on the Central Warehouse's surplus sales cash-handling procedures. The State Auditor's Office identified two issues based on its review and we later identified a third issue regarding surplus sales. A summary of the three issues is presented above.

We appreciate the cooperation and assistance we received from Department of Executive Administration personnel during this audit. We look forward to working in the future with your department.

If you have any questions regarding this report, please contact me at 233-1093. To improve our work, we invite you to complete and return the evaluation form at the back of this report.

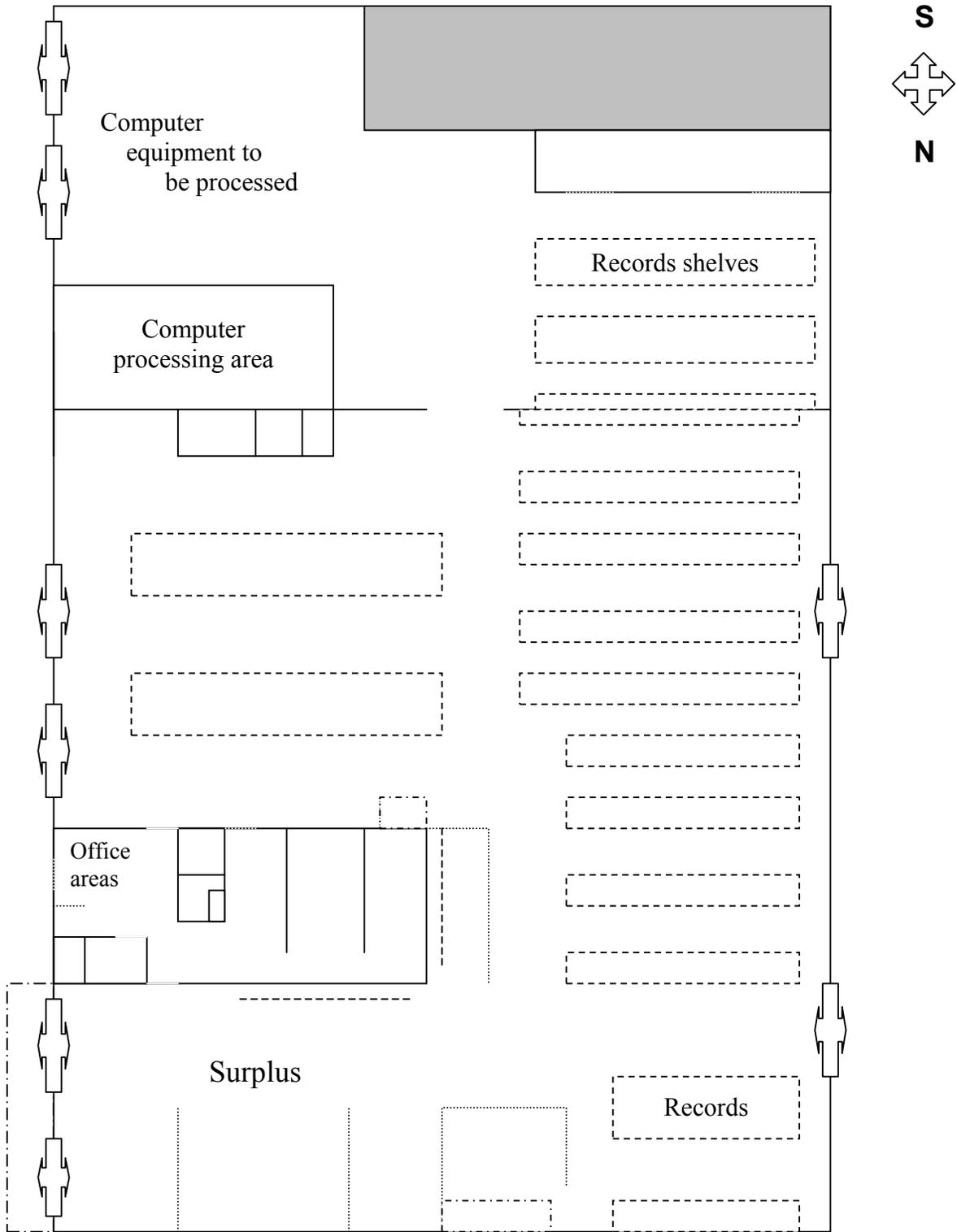
Sincerely,

Susan Cohen
City Auditor

SC:DGJ:JS:tlb

Enclosures: Appendix 1
Evaluation Form

APPENDIX 1 – Central Warehouse Floor Plan



Office of City Auditor's Report Evaluation Form

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Our mission at the Office of City Auditor is to help assist the City in achieving honest, efficient management and full accountability throughout the City government. We service the public interest by providing the Mayor, the City Council and City managers with accurate information, unbiased analysis, and objective recommendations on how best to use public resources in support of the well-being of the citizens of Seattle.

Your feedback helps us do a better job. If you could please take a few minutes to fill out the following information for us, it will help us assess and improve our work.

* * * * *

Report: **Improving the City's Central Warehouse Operations**

Release Date: February 3, 2003

Please rate the following elements of this report by checking the appropriate box:

	Too Little	Just Right	Too Much
Background Information			
Details			
Length of Report			
Clarity of Writing			
Potential Impact			

Suggestions for our report format: _____

Suggestions for future studies: _____

Other comments, thoughts, ideas: _____

Name (Optional): _____

Thanks for taking the time to help us.

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